

26 DEC 1978

MEMORANDUM FOR: NAPA Personnel Management Consultants

FROM: Director of Central Intelligence

SUBJECT: Fitness Reports

1. Attached is a copy of a proposed new fitness report for the Agency which I provided to a group that is presently reviewing our fitness report form. Also attached is a response to my suggestion from each of the principal Agency components. I thought you might find these two papers instructive.

2. I note in particular that there is almost universal objection to the idea of having the fitness report contain a recommendation for a promotion. I don't quite understand what this means, but it must have something to do with the psychology of how people look at the fitness report and the promotion system within the Agency. If I understand the system, it is largely geared to having the supervisors play a very substantial role in whether or not an individual gets promoted. Yet what I was proposing here was that the fitness report form give the supervisor just that opportunity. This would compensate in some degree for a separation between any diminution of the direct influence of supervisors in favor of promotion panels. I really don't understand what generates this attitude but we certainly have to take it into account.

3. A second significant comment was that my proposed form would not do for clerical or technical personnel. I think this is an appropriate comment; at the same time, it makes me wonder if the present Agency form isn't unnecessarily unspecific because it is tailored to everything from the lowest grade of clerical person to a GS-18 supervisory person. What I find difficult with our present form is looking at a series of grades on a number of very broadly described current duties. No two people's duties are the same so it is very difficult to compare them even if they are in competition for promotion. Most of the descriptions of the duties aren't very helpful either.

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cc: [redacted] O/DDCI